



Strategic Plan 2007 – 2009

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COMMISSION SUMMARY

The Commission:

The commission shall be administered by an executive director, who shall be appointed by, and serve at the pleasure of, the governor (RCW 43.113.010).

Governor Christine Gregoire appointed Executive Director Rosalund Jenkins in ____

The commission shall consist of nine members, appointed by the governor (RCW 43.113.020).

Current commissioners are:

Oscar Eason, Jr – Chair
Earl W. Ford – Vice-Chair
Winona Hollins-Hauge
Joseph Hooks
Rev. Dennis Payne II
Deena Pierott
Dr. Michael Tate
Anne M. Houston-Rogers
1 Vacant position

Our Mission:

Our agency exists to provide advice and recommendations to the Governor and Legislature on public policies that affect the African American people of Washington State. Our statutory authority derives from RCW 43.113.

History of Leadership:

When the current director was appointed in June 2005, she was the fourth person to head the agency in a three-year timeframe. As of June 2005, the agency did have a website, but the content was limited and out of date. A broadcast email utility was in place, but it contained only 300 email addresses. No constituent database had been compiled, no archives of prior research or recommendations existed, and no record of partnerships, alliances, or relationships was kept. We hope to correct this during Gov. Gregoire's first term. This should ensure that the Commission can hold the ground it has gained in the last year and that new directors in future years will not be forced to rebuild relationships from ground level.

STRATEGIC PLANNING METHODOLOGY

Pacific Communications Consultants, Inc. conducted a four-hour strategic planning work session with Commissioners and Commission staff on Thursday, April 5, 2007 in the course of a regular Commission meeting in Olympia, WA in the General Administration Building. The purpose of this dedicated strategic planning work session was to gather the background information necessary to develop the narrative and graphics for the Commission website, as well as develop a cohesive Strategic Plan.

Also conducted were individual, one-hour interviews by phone or in-person with each sitting member of the Commission board, as well as a two-hour in-person interview with the Executive Director, and a one-hour in-person interview with the Executive Assistant.

The interviews and planning session brought commissioners to a common ground to focus their ideas and resources on the specific issue of Education, in order to utilize the members and staff to their full influential potential.

CURRENT SITUATION

Latest accomplishments

Under the leadership of Executive Director Rosalund Jenkins and Executive Assistant Pam Morris, the Commission's 2006 Legislative Day was a great success, lending credibility to the Commission, as well as strengthening partnerships with state and community agencies. Additionally, the Commission's contact database has expanded considerably under the hard work of the staff, giving the Commission more resources for collaboration with influential individuals and businesses in Washington State.

Individual areas of expertise and focus

The Commissioners are located all over Washington State, giving the Commission, as a whole, an all-encompassing perspective of diversity issues across the state. Also, each member brings unique expertise and interests to the Commission. Members have expertise the following areas:

- Management and Leadership
- Political Economics
- Social Work
- Health Care
- Economic Development
- Christian Ministry & Theology
- Engineering
- Natural Resources
- Business
- Law
- Agriculture
- Education
- Housing and Community Development
- Women's Rights

Online Presence

One of the Commission's current works in progress is the Washington State Commission on African American Affairs' website. It is currently undergoing construction to completely revamp the Commission's web presence. The new website will include individual biographies of each member of the Commission, as well as biographies for the Executive Director and Executive Assistant, all of which will include educational background, professional history, political positions, and contact information.

The website will also include a summary of the Commission's purpose, and details of the expectations of the Commissioners and staff. The public will be able to view plans and updates regarding the current and ongoing activities of the Commission, as well as their affiliates, partners, and other Washington State Commissions.

VISION

Areas of Focus

The Washington State Commission on African American Affairs has agreed on Education as its primary focus from which to deliver policy recommendations. The Commission's plan is to address the following in this priority order:

- **Education**
- **Health**
- **Economic Development and Equal Opportunity/Employment**
- **Criminal Justice and Civil Rights**
- **Pastoral Council**
- **All areas will consider the impact to Children & Families**

Each area will be represented by a Commissioner who will focus his/her energies on educational needs as they relate to the above strategy topics. A **Pastoral Council** will also be convened by Commissioner Dennis Payne to empower pastors and churches to work with the Commission to help facilitate any actions.

Education

Starting with **Education**, the Commissioners will look at education through the prism of the other areas:

- **Health**
- **Children and Families**
- **Economic Development and Equal Opportunity/Employment**
- **Criminal Justice and Civil Rights**
- **Pastoral Advocacy**

Goals

The goals of the Commission will be to

- Help the community build political force
- Be prepared to take a stand on legislation and weather political criticism
- Involve valued stakeholders and community representatives to guide the positions taken by the Commission
- Partner with state agencies to help them better serve and more deeply engage African Americans and other people of color
- Deliver public policy research, positions, and recommendations to improve the lives of African Americans in our state

REQUIREMENTS

The Commission has unanimously agreed to the self-policing attendance policy below:

Any member who is absent from 3 meetings forfeits his or her membership on the Commission

Minimum requirements in the basic level of service of all members of the Commission are as follows:

- All members must attend four or more of the Commission's statutorily required six meetings per year
- All members must be accessible to the public by phone and email during reasonable weekday and weekend hours
- All members must treat each other with basic courtesy, acknowledging the public, each other, and staff respectfully in meetings and at public venues.

Supplemental service desirable from members on the Commission include:

- His or her willingness/ability to chair a subcommittee and do all things necessary to sustain such an entity, including, but not limited to:
 - Recruiting members from within the Commission and from the community to form a subcommittee of at least three and no more than five member
 - Creating and maintaining a roster of these members
 - Communicating with these members by phone, email, and in person
 - Convening these members for purposes of doing work related to the policy advisory/program advisory/issue development function of the Commission
 - Securing meeting space and other resources needed by the members
 - Capturing written feedback on the activities, work products, recommendations, and suggestions for policy/program/issue action ensuring from the subcommittee
 - Reporting at least quarterly to the Commission as a whole on the activities above via email or in person at Commission meetings
- His or her willingness/ability to represent the Commission and/or the Governor at charitable, social, religious, policy-related, networking, or other community events. This would include, but not be limited to:
 - Presenting proclamations and/or greetings from the Governor
 - Giving speeches and participating in unveilings, parades, marches, topic meetings, forums, symposiums, conferences, Roundtable meetings, and other public activities for purposes of representing the Commission and/or the Governor
 - This commitment should be reflected in terms of hours per week, month, or quarter and should be incorporated in the one-page written synopsis for each member referenced above

- His or her willingness to raise funds to benefit the Commission. This would include, but not be limited to:
 - Drafting and signing fundraising letters (to be produced and distributed by Commission staff)
 - Making fundraising phone calls and visits to philanthropic organizations to benefit the Commission
 - Providing to staff the names and contact information for prospective donors
- His or her willingness to attend training, networking activities, and social events organized and/or offered by the Governor's Office. This commitment should be reflected in hours per quarter and should be incorporated in the one-page written synopsis for each member referenced above
- His or her willingness to recruit prospective new Commission Board members and refer these candidates to staff of the Commission and, preferably, the Governor's Office. This commitment should be expressed in terms of the number of candidates that will be recruited and referred during the member's term
- His or her willingness to perform service in other ways not listed above.

OUR GOALS FOR 2007 – 2009

In the new biennium, we will continue expanding our work in pursuit of three goals set for the agency during a June 2005 Summit where our strategic plan was reviewed and clarified.

Detailed below are our top three goals for the first term of Gov. Gregoire's administration:

Goal #1: Build relationships in the Black community and in State Government

Strategies:

1. Meet and build rapport with the Governor's Executive Policy staff working on education, health care, children and family services, civil rights, and criminal justice
2. Meet and build rapport with relevant staff in state agencies, especially in DSHS, OSPI, the State Patrol, WSDOT, DOC, the Traffic Safety Commission, the State Board for Community and Technical Education, the Workforce Training and Coordinating Board, and Employment Security Department
3. Meet and build rapport with leaders of community-based organizations and their members. Organizations of special interest are: African-American-owned media; the Seattle, Tacoma, Bremerton, and Vancouver NAACP branches; the statewide leadership of the NAACP; the Urban Leagues of Tacoma and Seattle; the YWCAs of Seattle and Tacoma; the Central Area Motivation Program; the Komen Foundation Communities of Caring; the Casey Family Foundation; the Breakfast Group; the Links; Tabor 100; the Coalition for Contracts and Jobs; the Black Entrepreneurs of Clark County; the Central Area Chamber of Commerce; Blacks in Government, the Tacoma-Pierce County Black Collective, various ministerial alliances, and others
4. Collaborate with our counterparts serving on the other ethnic commissions. This includes:
 - a. Developing new collaborative events similar to the 2005 Diversity Health Summit
 - b. Co-sponsoring the annual Legislative Reception
 - c. Covering speaking and public appearance engagements for each other as needed
 - d. Co-sponsoring the annual African American Legislative Day
5. Expand our reach by building a team of knowledgeable policy advisors from the community, and a team of volunteers to support events and outreach activities.
 - a. The Commission has established topical subcommittees that will begin meeting in the community during this biennium
 - b. Community members with expertise in various policy areas will be invited to join these committees as volunteer advisors to the Commission
6. Engage the Black community at-large by being visible. This includes:
 - a. Hosting town hall meetings and public forums on policy issues
 - b. Delivering innumerable speeches and presentations at community events
 - c. Participating in parades, ethnic fests, town hall meetings, and public forums

7. Build working relationships with faith-based leaders and their congregants by
 - a. Establishing an African American Pastor's Policy Council by June 2007 to further engage the faith community in education and health issues
 - b. Visiting all African American churches at least once by June 2007
 - c. Compiling a comprehensive list of churches and pastors by December 2007
 - d. Inviting church pastors to participate in policy dialogues and events associated with the Legislative and administrative policy process

Goal #2: Enhance our Information Infrastructure to increase our effectiveness within the bounds of our limited resources

Strategies:

1. Establish and populate a constituent database.
 - a. Continue securing available lists of African Americans from various sources
 - b. Use contractors to do key entry of innumerable business cards and registration forms collected during community outreach work
 - c. Maintain records currency and accuracy as staff resources allow
 - d. Use the database to refer agencies to resources in the Black community and to refer members of the community to resources in state government

Note: In June 2005, the total constituent records stored at the Commission were 300 email addresses in the ListServ. At the time of this writing, the Commission has stored roughly 10,000 constituent records from various sources. Our goal is to continue growing this database using a SQL online tool created in June 2006 using Small Agency Technology Pool funds.

2. Use technology to broaden our reach into the community and enhance communication on policy issues.
 - a. Use broadcast emails to inform and engage the community on policy
 - b. Deepen and enrich our web content and rebuild our web presence
 - c. Use email and direct marketing techniques to drive activity to the website
 - d. Distribute reports and updates to the community on Gov. Gregoire's priorities via email and other methods
 - e. Distribute reports and updates to the community from the Commission via email and via other methods

Goal #3: Engage policy topics relevant to the community, ideally those that align with the Governor's priorities

Strategies:

1. Share community perspectives with the Governor's policy staff and agencies considering policy changes affecting the community
2. Organize community forums and roundtable discussions to generate specific policy recommendations to the Governor and the Legislature in these areas:

- a. Education
 - b. Health Care
 - c. Foster and Adoption Placement
- 3. Gather community input on proposed legislation and administrative policy changes forthcoming from Washington Learns and other "blue ribbon" groups directing policy changes in the administration
- 4. Invite the community into the policy debate by hosting Town Hall events, doing presentations, and collaborating with advocacy organizations hosting similar activities

APPENDICES

Appendix A

Commission Roster and Contact Information

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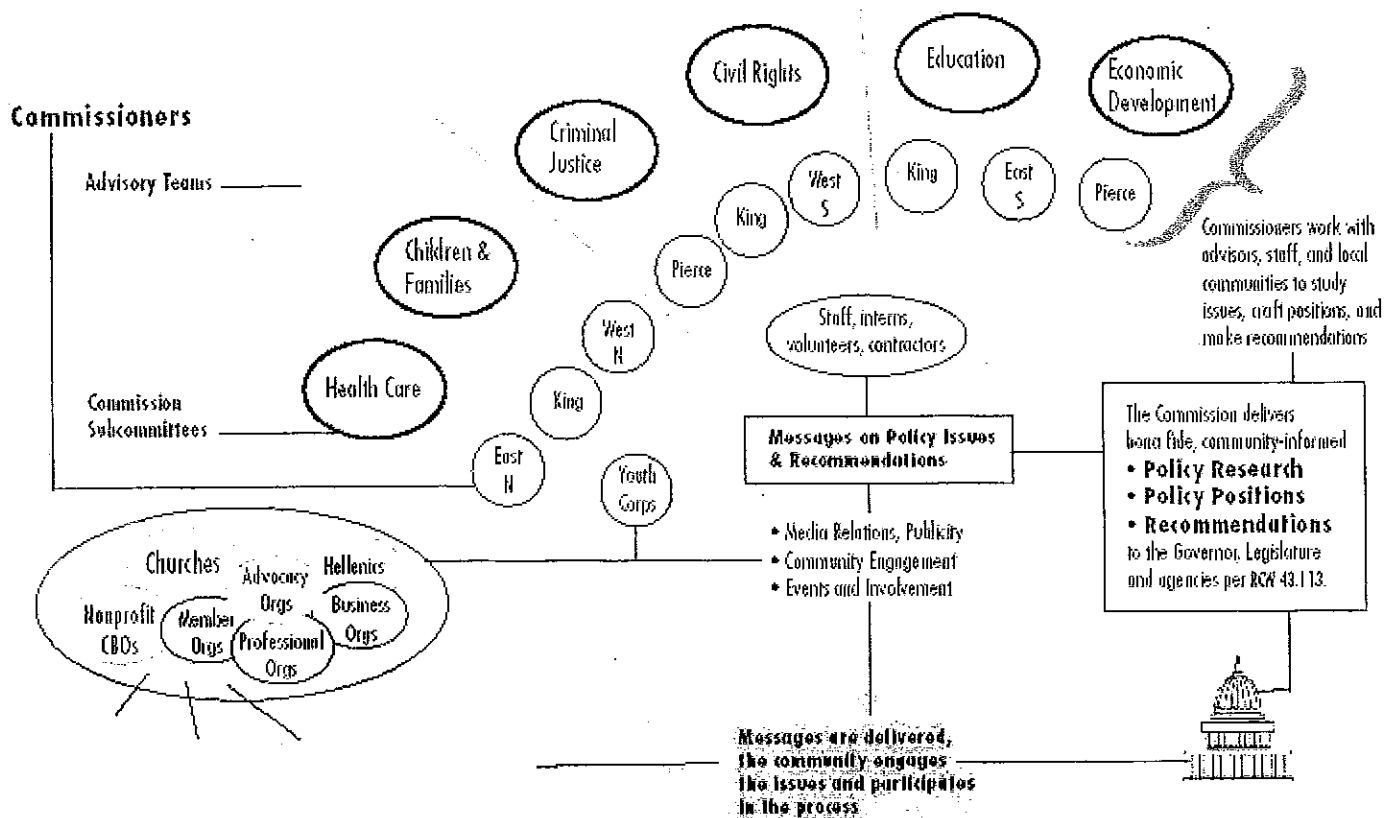
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Appendix B

Pictorial Strategic Plan

Washington State Commission on African American Affairs

Pictorial Strategic Plan



Appendix C
RCW Chapter 43.113

Chapter 43.113 RCW
COMMISSION ON AFRICAN-AMERICAN AFFAIRS

RCW 43.113.005 -- Legislative declaration. The legislature declares that it is the public policy of this state to insure equal opportunity for all of its citizens. The legislature finds that, for economic, social, and historical reasons, a disproportionate number of African-Americans find themselves disadvantaged or isolated from the benefits of equal opportunity. The legislature believes that it is the duty of this state to improve the well-being of African-Americans by enabling them to participate fully in all fields of endeavor and by assisting them in obtaining governmental services. The legislature further finds that the development of public policy and the delivery of governmental services to meet the special needs of African-Americans can be improved by establishing a focal point in state government for the interests of African-American citizens. Therefore, the legislature deems it necessary to establish in statute the commission on African-American affairs to further these purposes. 1992 c 96 § 1.]

RCW 43.113.010 --Commission created. The Washington state commission on African-American affairs is created. The commission shall be administered by an executive director, who shall be appointed by, and serve at the pleasure of, the governor. The governor shall set the salary of the executive director. The executive director shall employ the staff of the commission.

RCW 43.113.020 -- Membership -- Terms -- Vacancies -- Quorum -- Expenses.

The commission shall consist of nine members, appointed by the governor. The commission shall make recommendations to the governor on appointment of the chair of the commission. The governor shall appoint the chair of the commission. To the extent practicable, appointments to the commission shall be made to achieve a balanced representation based on African-American population distribution within the state, geographic considerations, sex, age, and occupation. Members shall serve three-year terms. However, of the initial appointees, one-third shall serve three-year terms, one-third shall serve two-year terms, and one-third shall serve a one-year term. In the case of a vacancy, appointment shall be for the remainder of the unexpired term. No member shall serve more than two full consecutive terms. Members shall be reimbursed for travel expenses incurred in the performance of their duties in accordance with RCW 43.03.050 and 43.03.060. Five members shall constitute a quorum for the purposes of conducting business.

RCW 43.113.030 --Powers and duties. The commission shall have the following powers and duties:

- (1) Examine and define issues pertaining to the rights and needs of African-Americans, and make recommendations to the governor and state agencies for changes in programs and laws.
- (2) Advise the governor and state agencies on the development and implementation of policies, plans, and programs that relate to the special needs of African-Americans.
- (3) Acting in concert with the governor, advise the legislature on issues of concern to the African-American community.
- (4) Establish relationships with state agencies, local governments, and private sector organizations that promote equal opportunity and benefits for African-Americans.
- (5) Receive gifts, grants, and endowments from public or private sources that are made for the use or benefit of the commission and expend, without appropriation, the same or any income from the gifts, grants, or endowments according to their terms.